

# Oxfam Urban Programming Country Brief SOUTH SUDAN

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# INTRODUCTION

In July 2018, the Oxfam Regional Platform in the Horn, East and Central Africa (HECA) region commissioned a political and economic analysis on the overall development situation in the region, titled “Oxfam in HECA Region Political Review: Issues and Implications”. The review found that urbanisation and its implications on poverty and inequality in the region is a trend that needs Oxfam’s attention for potential project and influencing work in the future. To document lessons learnt from urban programming initiatives in the region, and to develop an urban framework for the ten country programmes in the region, Oxfam International contracted Urban-A in August 2019 to conduct this assessment and framework drafting. The aim is to increase Oxfam’s impact in urban areas across its humanitarian, development and campaigning work. The lessons learnt will inform Oxfam’s regional and global strategies.

The “Oxfam Urban Programming Framework in the HECA Region” report provides an evidence-based, operational, easy-to-use roadmap for Oxfam’s future urban programming in the HECA region. The development of the framework and report has been done through a collaborative and participatory process, including a thorough assessment of the current programmes and urban trends to identify key challenges, opportunities, and lessons learnt. The information has been further refined and analysed in a regional workshop, forming the basis for the urban programming framework, where the region’s and Oxfam’s future trajectories are sought streamlined. The framework will serve as a guide on how Oxfam can achieve the greatest impact in the HECA region’s urban areas by meeting humanitarian needs, and addressing hindrances to, and strengthen positive drivers of, sustainable and inclusive development.

The “Oxfam Urban Programming Framework in the HECA Region” report provides an evidence-based, operational, easy-to-use roadmap for Oxfam’s future urban programming in the HECA region. The development of the framework and report has been done through a collaborative and participatory process, including a thorough assessment of the current programmes and urban trends to identify key challenges, opportunities, and lessons learnt. The information has been further refined and analysed in a regional workshop, forming the basis for the urban programming framework, where the region’s and Oxfam’s future trajectories are sought streamlined. The framework will serve as a guide on how Oxfam can achieve the greatest impact in the HECA region’s urban areas by meeting humanitarian needs, and addressing hindrances to, and strengthen positive drivers of, sustainable and inclusive development. In South Sudan, field data was collected in August 2019 comprising Key Informant Interviews (KIIs) with Oxfam South Sudan, partners, as well as community representatives.

## Credits & Acknowledgements

Urban-A would like to thank all who provided their input and support to this assessment, especially the Oxfam South Sudan team members who kindly took the time to provide insight into the country programme, as well as facilitating field visits and participating in the regional learning event. We would also like to acknowledge the Oxfam HECA regional platform members who contributed to the study and attended the regional event held in Nairobi 23 - 25 September. A special thank you to the different organisations and individuals who took part in Key Informant Interviews as part of the data collection. The views and recommendations expressed in this document are those of Urban-A, and do not necessarily reflect those of Oxfam. Responsibility for any omissions, errors of fact, or interpretation rests with Urban-A.

The bibliography for the South Sudan country brief is included in the bibliography for the Oxfam Urban Programming Framework in the HECA Region report.

# SUMMARY

A range of economic, political, social, and geographical conditions contribute to the situation within and between the ten countries making up the Horn, Eastern and Central Africa (HECA) region. As such, the region is defined by a number of trends, risks, opportunities, and challenges as shared conditions for future development. The South Sudan urban trends presented in this document reflects many of the regional trends impacting the HECA region, including:

- Rapid urbanisation across HECA; countries are transitioning from primarily rural to increasingly urban demographics. Although one of the least urbanised countries in the HECA region, South Sudan is rapidly urbanising, with the largest urban growth rate, 4,1 percent, relative to its national population growth rate, 1 percent, in the region.
- Conflicts, climate changes and precarious environmental conditions; man-made and natural disasters have led to large-scale displacement and population movements within the region. Forced displacement and return movements have been drivers of urbanisation through different stages of armed conflict and relative stability in South Sudan. By end of 2018, there were 1.9million IDPs in the country.
- Large rural-to-urban migration, with an influx of, primarily young, people in search for employment opportunities to urban areas. The current youth bulge is a major challenge, where the youth population can only be turned into a demographic dividend if the livelihood opportunities are significantly increased. It may be anticipated that urban settlement and growth will continue should the situation under the revitalised peace process allow for further return and relocation movements in South Sudan.
- A large share of urban populations in the region live in unplanned areas, which are often under-resourced and under-serviced as a result of governance challenges. As such, the situation in unplanned urban areas is often characterised by a lack of provision of affordable and adequate health care, education, water, sanitation and waste management, transportation and mobility options, and affordable housing including tenure security. 55 percent of the urban population live in unplanned areas. Years of conflict and economic decline have eroded the Government of South Sudan's ability to provide consistent basic services to its people.
- Influx of migrants and displaced to urban areas motivated by economic and security considerations, and inter-city displacement due to (re)development of urban, peri-urban and agricultural land in proximity to cities, is increasing competition for scarce resources and employment opportunities amongst vulnerable population groups. Rural to urban migration is driven by the search for employment opportunities and education, as well as 'push factors' such as poverty, food insecurity, crop failure, land shortage, lack of cattle and poor facilities in South Sudan.

This country brief outlines some programmatic options and strategies for engagement to address key urban challenges across three tiered lenses. These three lenses have been instrumental to the study and include; a) Sound governance and preparedness systems (at national level); b) Resilient and inclusive cities; c) Dignity and futures enjoyed by all. The goal is to leverage Oxfam South Sudan's comparative advantages and ensure that it delivers on its core mandate.

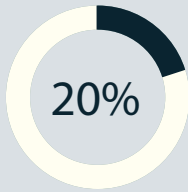
In South Sudan, there are several opportunities for Oxfam to increase the organisations urban engagement by building on existing programmes. Oxfam South Sudan has for instance piloted value chain projects targeting critical needs that could be replicated and put in city-wide systems. The study shows critical data gaps on urban vulnerabilities, and how access to basic and social services impact various gender and cohorts including protection risks. Oxfam could play a key role in identifying and highlighting urban needs and put urban inequalities on the agenda.

# SOUTH SUDAN

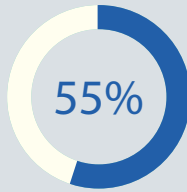


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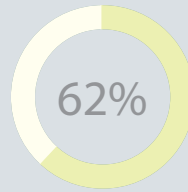
Aid per capita



Urban population

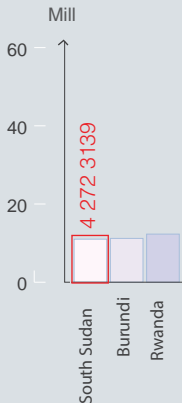


% urban living in slum

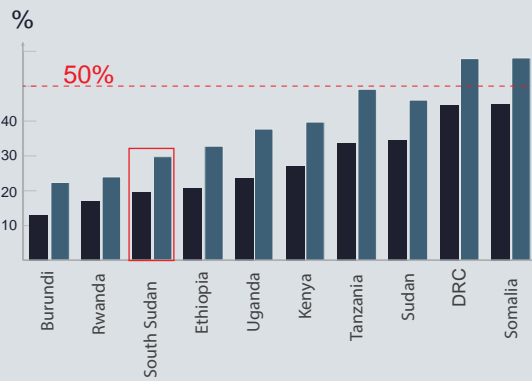


% youth (under 25)

Population density

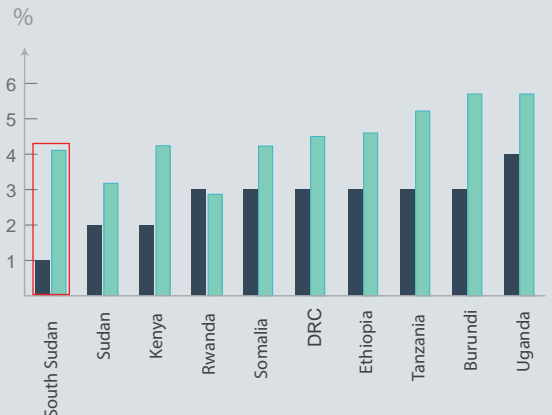


TOTAL POPULATION



Urban population as share of total population 2018 & 2040

2018  
2040



Population growth & urban growth

Urban growth  
Population growth

# KEY DATA

2,298,033

South sudanese refugees 31. December 2018

291,842

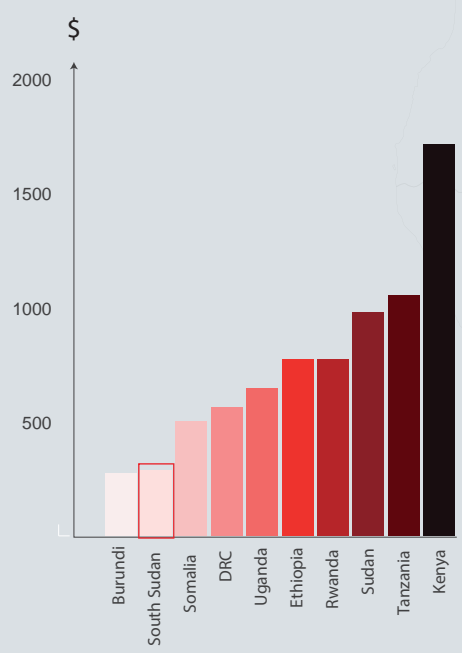
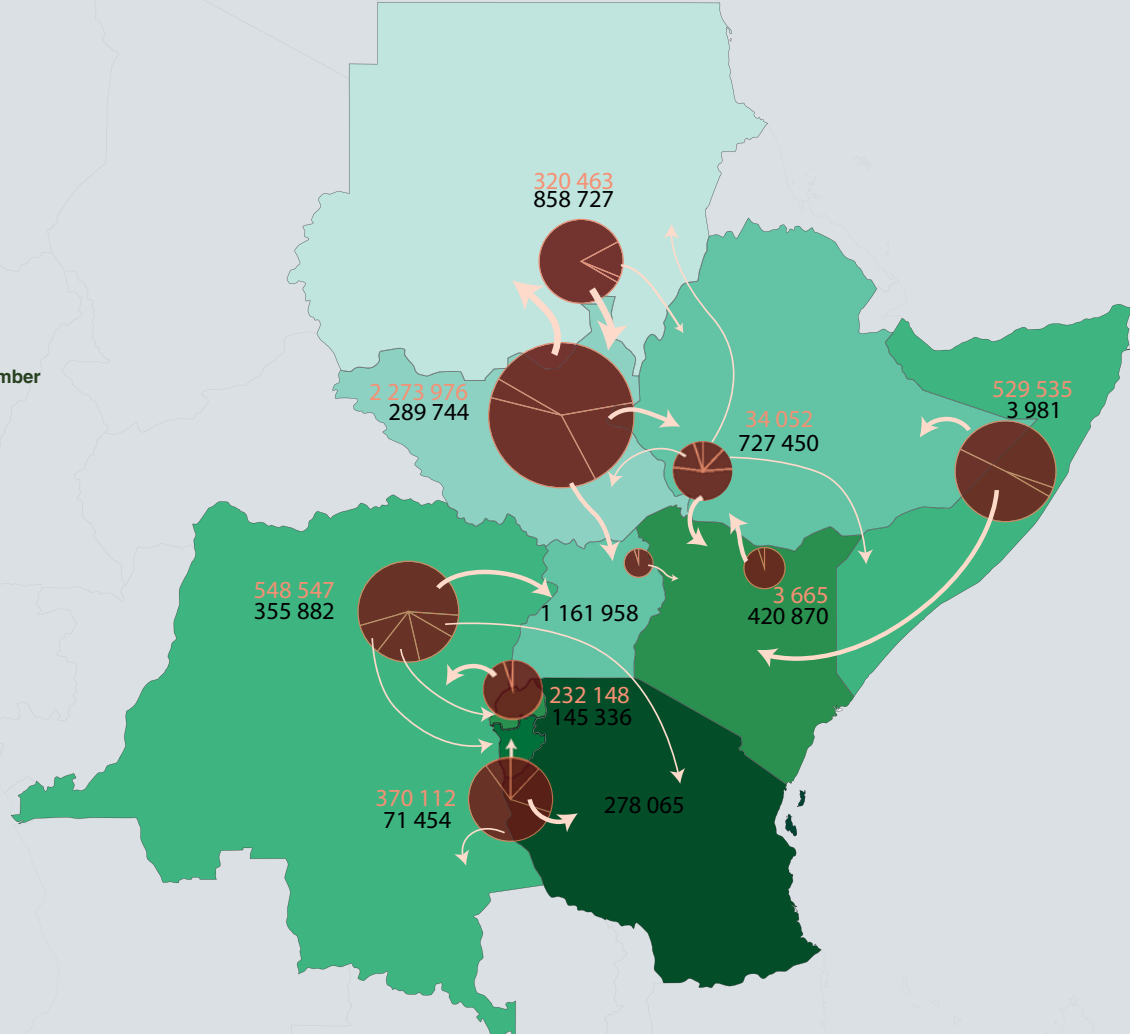
Refugees in South Sudan 31. December 2018

1,869,000

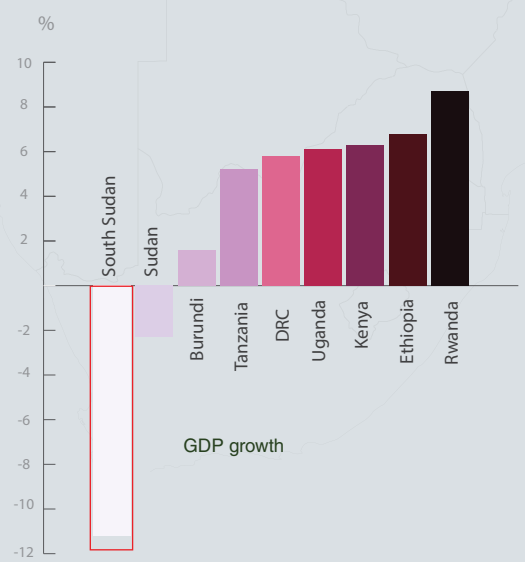
Total IDPs 31. December 2018



New displacements 2018  
 ■ Displacement disaster  
 ■ Displacement conflict & violence

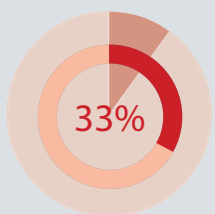


Refugees by country of origin to other HECA countries  
 Refugees in country from other HECA countries

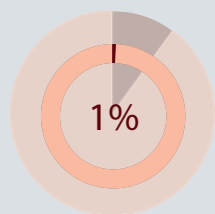


GDP per capita

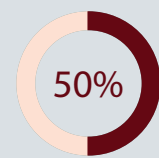
GDP growth



Income held by top 10%



Income held by bottom 10%



Employment agriculture & share of agriculture in GDP

# URBAN TRENDS

In South Sudan, around 20% of the population lives in urban areas (UN DESA, 2018), which makes it one of the least urbanised countries in the Horn, Eastern and Central Africa (HECA) region. However, South Sudan has the largest urban growth rate, 4,1 percent (CIA, 2018), relative to its national population growth rate, 1 percent, in the region. Population growth, urbanisation and rural-urban migration in South Sudan is inherently linked with conflict, displacement, and return. Forced displacement and return movements have been drivers of urbanisation through different stages of armed conflict and relative stability. Since the recent armed conflict started in December 2013, people have fled violence and conflict as well as its effects, such as destroyed livelihoods and food insecurity. In 2018, more than 300,000 people were internally displaced in South Sudan, with a large majority being displaced as a result of conflict and violence (IDMC 2018). The total number of IDPs by the end of 2018 was estimated at 1,9 million people. Almost 2,3 million people has fled South Sudan, with most seeking refuge in neighbouring Sudan, Ethiopia and Uganda (UNHCR 2018). While specific data on urban displacement is not available, a large proportion of displaced people live in urban areas. OCHA estimates that 1,3 million IDPs are expected to continue to be displaced in camps, camp-like settings and informal settings in 2019, including about 350,000 living in camps or collective sites; some 200,000 in Protection of Civilians (PoC) sites; and around 1 million in informal sites, such as spontaneous settlements or other camp-like settings. Some 300,000 refugees live in such conditions currently (OCHA 2018a).

Conflict levels in urban areas have fluctuated throughout the most recent armed conflict. Generally speaking, urban areas were more affected by fighting in the earlier stages, although the conflict levels and geographies are highly dynamic. Displacement has happened within, to, and out of urban areas. Many returning refugees and IDPs have settled in urban areas, either in a transitional phase or with a longer-term outlook, in the search for durable solutions. It may be anticipated that urban settlement and growth will continue should the situation under the revitalised peace process allow for further return and relocation movements (OCHA 2018b).

In addition to forced urban migration driven by the armed conflict and its effects, rural to urban migration is driven by the search for employment opportunities and education, as well as 'push factors' such as poverty, food insecurity, crop failure, land shortage, lack of cattle and poor facilities (Lomoro et al 2017). The intersection of conflict, displacement, return, and relocation may change the ethnic make-up of urban areas. There are examples of dynamics where certain population groups are forced out of an area by conflict and violence, and these being repopulated by other ethnic groups (information based on field consultations).

The situation in urban areas, where an estimated 55 percent of the population live in unplanned areas (World Bank 2018f), is challenging. Limited or lack of social safety nets makes many civilians vulnerable to shocks, such as illness, drought, floods and insecurity (Bertelsmann Stiftung 2018g). Further, years of conflict and economic decline have eroded the Government's ability to provide consistent basic services to its people. Availability of and access to services is inadequate, from water, sanitation, hygiene, and energy supply, to health and education, with severe humanitarian consequences, such as making people more susceptible to disease and malnutrition. Overall, service systems and infrastructure are non-existent or poorly functioning with inequalities in access. There is largely a mix of centralised and decentralised systems for water, waste, and energy, often provided by private actors in the absence of public service provision, meaning that even when services are available they may not be accessible due to geographical location and monetary cost, with informants citing that "the cost of water is making people poor" (key informant interview).

The youngest country in the world also has a young population: 61,79 percent of the population in South is under 25 years old, while the youth population of 15-24 year olds is at 20 percent (World Bank 2018). As elsewhere in the region, young people seek education and employment opportunities in urban areas; however, opportunities in South Sudan are scarce. There is no secondary education access in most areas, with a few exceptions. There is a lack of livelihood opportunities and markets are dysfunctional. According to available data, youth unemployment is at around 20% (19,6%), while unemployment overall is at 12,7% of the total labour force (World Bank 2018d). Although employment on a non-discriminative basis is a constitutional right in South Sudan, and a six-year affirmative action plan was developed in 2013 to increase the representation in education and the economy, the projected share of women in various sectors has not been delivered on (Bertelsmann Stiftung 2018g). Youth in urban areas are often vulnerable because of their gender and age. Young boys and men may be stigmatised and associated with idleness, urban crime, violence, and armed forces or groups, and may be pushed away from urban life

because it is seen as too risky or unsafe.

The road network in South Sudan is notoriously poor, with movement even more restricted during the rainy season. Access to urban markets is difficult/limited in many areas, as is the access to and movement of goods from one urban centre/market to another, further limiting income opportunities.

The transitional constitution guarantees the right to own property, including for women, however the criteria and conditions under which public land is converted to private land remains unclear, and there are no clear laws pertaining to property ownership in urban areas (ibid). Estimations suggests that 9 percent of total land area in South Sudan was leased to foreign investors between 2007 and 2010, much of which was community land.



# OXFAM IN SOUTH SUDAN

Oxfam has been working in South Sudan for over 30 years and currently has a strong and established presence from 10 bases across the country, providing essential services and helping to keep people alive. Oxfam engages in project implementation, governance, and campaigning in South Sudan across the following focus areas:

## **Saving lives, now and in the future**

Oxfam is working in South Sudan to deliver timely and effective humanitarian aid to help people affected by the conflict. Oxfam is currently supporting over 500,000 people with humanitarian assistance including clean water, hygiene facilities, food, fuel and income support.

## **Building resilience**

Oxfam is striving to help people get back on their feet. This includes making sure children do not miss out on education, supporting people to establish and rebuild trades and livelihoods, and helping communities to set up and run local infrastructure, including water treatment facilities.

## **Supporting women**

Sexual violence is under-reported in South Sudan, but in reality, is rife and often used as a weapon of war. Oxfam is helping women to access medical support and legal advice and providing safe spaces where they can come together to hold authorities to account and push for their rights to be respected.

Oxfam provides women, who usually take responsibility for running households but receive little decision-making power, with opportunities to gain economic independence through agriculture and trade.

## **Good governance and active citizenship**

Oxfam is working with civil society and local and state authorities to empower communities to engage with traditional, local and national power-holders and promote accountability in the institutions and systems that affect their lives.

Oxfam is pushing for poor and marginalised communities to have influence over the decisions that affect them, more control over their natural resources and a bigger say in ending local and national conflicts.

## **Urban dimensions**

Oxfam's programming in urban areas in South Sudan includes job creation and income generating activities, water, sanitation and hygiene such as provision of safe and clean water, and other poverty reduction measures. There are increasing efforts to integrate different sectors in a "one programme" approach, which is fundamental to urban response and programmes.

Water, sanitation, and hygiene (WASH) is a key area of work for Oxfam in urban areas across South Sudan, with numerous initiatives over the past years to address needs for clean and safe water, for example in response to the longest-running cholera outbreak in the country's history that persisted from mid- 2016 to February 2018 (OCHA 2019a). There are also potential to bring communities together through WASH projects and models to achieve broader outcomes, such as social cohesion.

Oxfam has been a pioneer in including solar energy in water pumping systems, and works in a consortium with IOM and NRC to look at green energy opportunities and technologies, seeking to move away from the overdependence on fossil fuel-run generators in humanitarian operations in South Sudan.

Going forward, there is great potential for Oxfam to more consistently apply an urban lens throughout the programme cycle and place the programme response within an urban analysis framework. By building on the work already happening in urban areas it is possible to identify stronger linkages between needs and opportunities, and synergies across sectors.

## **Partnerships**

Oxfam is working with a range of humanitarian and development partners on urban projects in South Sudan, including international organisations and donor agencies such as Unicef, WFP, UNDP (Partnership for Recovery and Resilience, PfRR), the African Development Bank, and OFDA, as well as a range of civil society organisations through its local partnerships approach.

In light of the revitalised peace agreement from 2018 and relatively more stability, there seems to be increasing interest from donor partners to look at more long-term responses, such as market-based and resilience programming.

Private sector partnerships are largely less explored in South Sudan. Corporate interest in South Sudan is largely focused on extractive industries, with limited ethical or social impact investments to date. Depending on the development of the revitalised peace process, given more political and security stability, this may change. Within renewable energy, some private sector has recently established themselves in Juba, which could open for potential collaboration.

# CASE STUDY

## Fighting Cholera in Juba through WASH solutions and hygiene behavioural improvements

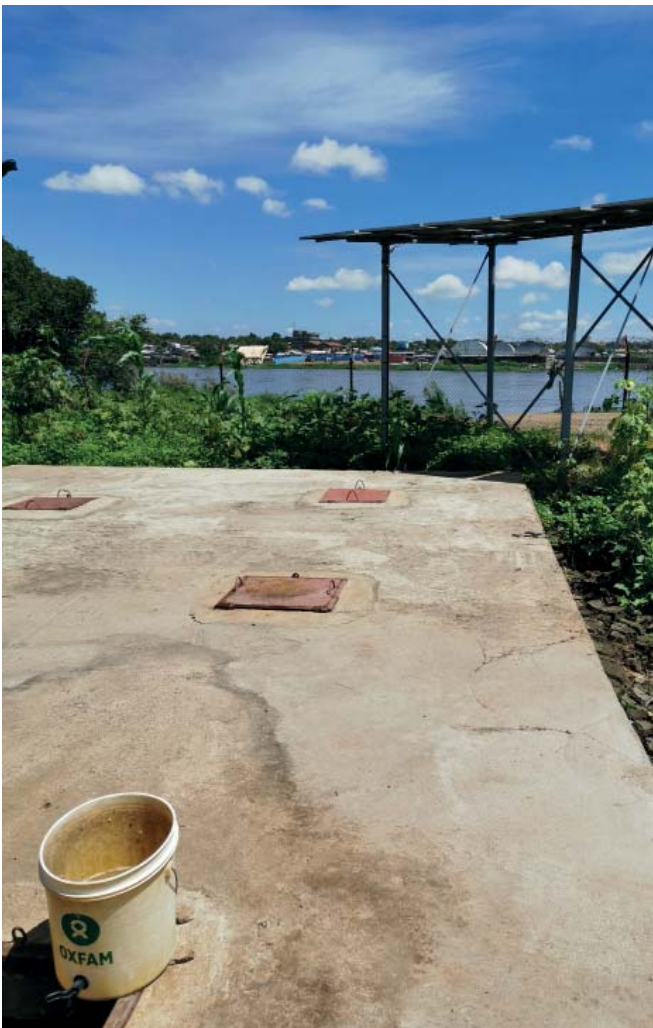
In response to the cholera outbreak in South Sudan, Oxfam implemented this project from September 2017 until August 2018, with the goal to “increase the effectiveness of cholera preparedness, prevention and control in Juba by strengthening gender sensitive, safe and dignified WASH solutions and hygiene behavioural improvements”.

Through one water treatment plant at Gumbo, two solarised water infrastructures at Khor William North and 12 rehabilitated hand pumps across five project locations, the project provided over 20,000 persons with access to clean, potable water across the most cholera-prone areas in Juba. The project also contributed to the functionality of Juba’s public water utility throughout the cholera season, improved access to sanitation through household shared latrines, and improvements in hygiene behaviour through hygiene promotion messages. Further sustainability benefits of the project were capacity development of host communities who participated in hygiene promotion, and training in borehole pump mechanics, water management, water point operation and maintenance, cash handling and governance issues.

This water treatment project in response to the cholera crisis shows the potential in creating value chains addressing urgent needs (cholera), while stressing empowerment and community ownership in the set-up, and at the same time creating sustainable systems where the income of the water sales is reinvested in management and expansion of the project.

“The key success is that you create a value chain around the water resources”

(key informant interview)



# STRATEGIC PRIORITIES

Reflecting the findings from the primary and secondary data, as well as the developed scenarios and identified comparative advantage of Oxfam, the below elaborates on the suggested strategic priorities for

Oxfam's urban programming in the HECA region.

1. The HECA region is part of the fastest urbanising region in the world<sup>1</sup>, where the urban population is projected to double and significantly shift the balance of rural-urban populations over the next decades. Interlinked issues related to population growth, forced and voluntary migration caused by conflict and environmental changes, pressure on natural resources, and socio-economic vulnerability are increasingly impacting urban areas. The urbanisation is manifested through the rapid – and often unplanned – expansion and densification of urban areas, including the surge of unplanned and informal settlements. Limited access to sustainable and equitable basic and social services and economic opportunities for vulnerable host populations, displaced and migrants, reduces poor city dwellers quality of life and constrains their opportunity to influence their futures. Deprived urban areas also represent a concentration of various protection risks, including housing and tenure insecurity, gender issues, and risks associated with natural hazards and disasters. While cities represent alternative economic opportunities, positive economic developments do not transpire equally across or within cities. In HECA, an already grave inequality in urban centres is growing. For an organisation that works to address inequality, working in cities needs to be at the fore, both challenging the systemic issues contributing to inequality, and supporting initiatives enabling poor city dwellers to be change agents.
2. The present challenges to HECA region's peace and stability consist of inter-related political, security, institutional and socioeconomic factors. This adds to urbanisation through increased displacement and migration, with potentially spill over of tension and conflict to urban areas. Rising tension over inadequate access to services and livelihoods opportunities has also sparked large scale protests in cities in the HECA region. The youth bulge represents a potential demographic dividend, yet a restricted labour market with increased under- and underemployment as more young people enter the market, may also add risks of youth feeling alienated from the society. Working along the humanitarian-development-peace nexus – or a One Programme Approach – is fundamental also in urban programming, supporting both government and local duty bearers in addressing these complex challenges and realising their accountability to their constituencies.
3. Climate change and the natural disasters and hazards impacting rural and urban areas in the HECA region are irrevocably linked to governance issues and poverty alleviation. Both governance and environmental changes have and will continue to have increasing and profound impacts on urban areas in the region. An organisation that wishes to engage effectively with cities and poverty in the region will have to address both governance issues and climate change.
4. Issues pertaining to climate change and governance are at times, though not always, contradictory forces. Good governance, in the sense that it leads to improved standards of living, higher incomes, and increased consumption among large urban poor populations can prove destructive to the climate through e.g. increased emissions, land encroachment, and unsustainable pressure on resources. Similarly, global initiatives to mitigate climate change through reducing consumption and de-growth might prove detrimental to bringing people out of poverty. A holistic approach to urban response is necessary in order for both poverty alleviation and mitigative climate initiatives to take place. Some of Oxfam's initiatives in the HECA region<sup>7</sup> that are market based, contribute towards sustainable solutions to urban needs, and provide employment to most vulnerable urban residents, demonstrate how such approaches could take form.
5. Weak central and decentralised governance systems, inadequate planning and management of service provision, risk preparedness and reduction, are hindrances to building resilient and inclusive communities and cities. For poor city dwellers across the region, there are very few platforms for being heard, which critically limits constituencies' chances of holding authorities accountable. Advocacy for policies and systems-strengthening that promotes equitable urban development in parallel with active citizens programmes will be central for HECA's urban futures. Oxfam's comparative advantage stands out in this regard. Building on and scaling up current initiatives seeking to bolster citizens engagement, strengthening governance capacities and policies – i.e. through just taxation, bold actions for gender equality, and climate budgets – would complement the work of other urban players. Oxfam could thus move from an organisation with fragmented urban initiatives towards a central role in urban response.



# URBAN FRAMEWORK

The objective for the urban framework is to inform Oxfam HECA regional and national offices on current urban challenges and strengthen Oxfam's urban engagements. The urban framework for Oxfam South Sudan, presented in this country brief, is a contextualisation of the overarching framework, based on the specific challenges in South Sudan. It is not intended as a comprehensive or exhaustive urban framework for Oxfam South Sudan. Rather, the aim is to create awareness of, and to provide guidance for, potential new ways of engaging with urban issues in South Sudan.

## **Regional and National Preparedness and Planning**

The regional and national level seeks to understand capacities, systems and mechanisms at country and intra-country level that respond to, mitigate, and plan for shocks that may lead to significant population movements towards cities and/or unfold in urban areas. It also looks at inter-linked developments between rural districts and urban centres, underpinning that urban trends and challenges cannot be understood nor addressed in isolation to shocks and changes outside the city boundaries. Regional level here refers to the HECA region or the surrounding countries to the respective HECA countries.

## **Resilient & Inclusive Cities**

The second lens looks at Fragile Cities versus Resilient and Inclusive cities. It considers various factors leveraging a responsive and accountable governance at city level, and city level systems enabling decentralised governments at city level to forecast and respond to needs. It also looks at the robustness of basic and social services systems, as well as social and economic factors and access to livelihood opportunities. Furthermore, it investigates mechanisms for participation in decision making, and systemic gender issues.

## **Dignity & Futures**

The third lens looks at the individual and community level through the concepts of dignity and futures. The concept of dignity is a key principle in humanitarian response, a longitudinal understanding of dignity is however rarely applied. In the development sector the concept of futures is embedded, though through more systems-oriented approaches. Dr. Romola Sanyal at the London School of Economics, researching urban crises, migration and protracted displacement overlapping urban poverty and informality, has in her research proposed to combine the two concepts of dignity and futures. This to better understand what enables vulnerable populations capacities to act as active citizens, and how people are affected and respond to deprivation, inaccessibility of services and opportunities. In this analysis we have borrowed this concept to help flesh out a more nuanced understanding of how urban programmes may contribute to placing target populations and communities at the forefront.

## **Strategic Objective 1: Sound governance and preparedness systems**

*Summary: In support of the management of continued urbanisation, slow and rapid onset shocks, and the impacts of regional movements of people, both forced migration and economic migrants, Oxfam will contribute to the strengthening of preparedness and planning for sound urban governance and systems. Strategy of engagement*

### **Outcome 1.1: National governance systems are supported to put in place risk reduction and mitigation systems in urban areas and across rural-urban linkages.**

1. Capacity building to national and local level authorities to develop and implement sound disaster risk and reduction plans considering climate change, peoples' movements and the risk of slow and rapid onset shocks in cities. Support will be cognisant of existing capacities and redirect or leverage these where possible. South Sudan is prone to several natural hazards that both indirectly affects cities through rural-urban migration, and direct impact on urban areas, i.e. flooding. Efforts to support capacity strengthening of national and decentralised governance and disaster risk reduction plans would need to consider growing risks in urban areas.
2. Promote inclusive and sustainable urban planning considering protection of natural resources, the adaptation and mitigation needs from climate change, and the impact on poor urban communities, displaced and migrants. Both drought and flooding have impact on urban areas in South Sudan, the recent floods serves as a clear example of the lack of well-planned infrastructure and spatial planning system.
3. Promote projects that inter-link rural-urban activities in support of robust governance systems, service provision, and markets, in order to strengthen the response to environmental, economic, and conflict crises with effect on both rural and urban areas.
4. Contribute to the collection, analysis and dissemination of urban data on demographics, socio-economy, service access, risks, climate change impact etc. on urban levels across South Sudan.
5. Deliver strong advocacy focused on addressing the causes and effects on climate change on both rural and urban areas, and how these can be addressed through new approaches to spatial planning, a shift towards renewable energy, and protection of natural resources and land management. While there is a significant humanitarian operation in South Sudan, there is a gap in longer-term thinking and

innovation in response. Oxfam is well placed to push for an agenda that both consider root-causes to vulnerabilities across the country, while piloting innovative approaches.

## **Outcome 1.2: Bolster economic systems that enforce equitable and sustainable growth**

6. Assess options for creating inter-linked value chains across rural-urban linkages. Oxfam South-Sudan supports several value-chains in rural and urban areas that have had positive effects in terms of economic opportunities and in addressing critical needs of communities. To support the outreach and expansion of these projects, mapping of potential avenues to expand the value-chains between rural-urban geographies, for instance linking agricultural projects directly to market access in urban areas, should be assessed.
7. Advocate for the establishment and scale-up of taxation reforms that address elite capture and the privatisation and increased value of land in urban centres, in order to mitigate urban disparities. Furthermore, advocacy will stress the realisation of foreign investments that contribute to reduced inequalities. While there so far has been limited large scale urban development initiatives in South Sudan compared to some of the other HECA countries, there is an increased interest in South Sudan from foreign investors and private sector. The relatively modest competition in the market, might spark sudden pressure from these investors. Advocacy for taxation reforms and sound management of such investment could help steer the urban development in South Sudan in an inclusive manner in the period where a steep hike in urbanisation is expected.
8. Support implementation of taxation reforms and linking of centralised and decentralised levels to enforce tax collection and sound distribution mechanisms.
9. Promote capture of remittance in programmes that support a shift towards sustainable urban systems and new technology addressing needs, as well as circular economies. Understanding pathways of engaging diaspora in programmes or promoting engagement in systems-strengthening that could contribute to build a more sustainable and structured model for diaspora engagement.

## **Strategic Objective 2: Resilient and Inclusive cities**

Summary: With the aim at building resilient and inclusive cities, Oxfam will provide support for capacity strengthening of decentralised governance systems and service provision to forecast and respond to needs in cities. This will be done by promoting a Systems-Based Approach, promoting comprehensive analysis and planning of urban systems across scales and stakeholders.

Emphasis will be put on mitigating urban sprawl and promoting urban development that stresses access to livelihood opportunities, social services, sustainable infrastructure options and affordable housing. Support will further be provided to strengthen local public administration, economic and financial management, statistic and planning capacities, with emphasis on the advancement of gender equality and women empowerment in political, social and economic spheres.

### **Strategy of engagement**

## **Outcome 2.1: Decentralised governance systems are strengthened to build inclusive and sustainable cities.**

10. Support will be provided to strengthen decentralised governance systems and local planning capacities to tackle rapid urbanisation and mitigate rising inequalities through planning and implementation of inclusive service provision. The capacities of decentralised governance levels and service providers is generally weak in South Sudan, support is needed to both modernise systems and to do holistic planning across sectors. It will be critical to not only copy blueprint of relatively old infrastructure systems in South Sudan, but invest in systems that rely and promote renewable energy and sustainable resource management.
11. Support and promote efforts to collect and analyse urban data at city and neighbourhood level to enhance holistic, multi-sector and multi-stakeholder planning in response to needs. This will amongst others focus on improving data on the access and adequacy of social (education, health etc.) and basic urban services (water, wastewater, solid waste, energy etc.), its management, planning and coordination, sensitive to various access levels between different cohorts, age brackets and gender. Data will help the identification of adequate and context appropriate DRR models for cities, and further the development, implementation and monitoring of such systems. The field data collection showed a severe gap in urban data in Juba, which will be a critical obstacle for both authorities and response agencies to plan and implement adequate and efficient urban systems. Some partners have collected certain urban data, but little has been done to collectively collect, systemise and analyse data on urban needs and settlement patterns. A consequence is amongst others rural interventions applied to an urban context without proper assessment of their appropriateness. Oxfam could take a lead in advocating for joint efforts to collect and analyse urban data to support both authorities planning capacities and more adequate humanitarian response.
12. Contribute to thorough assessments and design of basic services delivery that promote due consideration to best options for sustainable systems, centralised or decentralised, prompting strong

community engagement. Oxfam's projects targeting service delivery has already showed great success in leveraging community capacities in delivering services. There is a great potential – and need – to build on these pilots and place these in city wide systems.

13. Advocate for Housing, Land and Tenure rights, including just land management towards national and decentralised authorities.
14. Promote participatory and integrated planning of large-scale investments and urban development plans to authorities and private sector, to mitigate unintended negative consequences, including increasing vulnerabilities, for affected communities.
15. Advocate for sound approaches that promote water conservation, recycling and sound management of solid waste and wastewater across cities, including in high income areas. Efforts will be made to link these systems to income opportunities in partnership with local authorities and private sector. The solid waste management system remains a key gap, where there is need to both support systems strengthening and awareness of risks associated with harmful practices such as burning of solid waste.
16. 16. Lead the establishment of urban coordination systems, including sharing of lessons learned and identifying opportunities for convergence with partners' programming and joint support to communities in order to avoid duplication of efforts.

### **Outcome 2.2. Local economic opportunities are strengthened to promote inclusive growth and local development in the most disadvantaged urban neighbourhoods.**

17. Create, support and leverage value chains built on a thorough understanding of existing systems. Market assessments will be sought integrated into project design to ensure linkages between needs and market opportunities, with focus on sustainable infrastructure provision. Support and leverage of local value chains, business management, innovation, entrepreneurship, and job creation for vulnerable people, with a focus on small and medium sized enterprises (SMEs) and start-ups capacitating youth and women to enter the job market. The value chains will be put in systems across larger urban areas and cities, as well as developed into phased programmes whereby community groups are trained in the management of the projects and supported to identify and invest in new initiatives. Electricity supply across urban areas rely more or less exclusively on diesel generators, contributing significantly to pollution. Use of renewable energy, especially solar power, is a clear opportunity to both address energy needs and generate income and opens for clear opportunities to investigate set-up of decentralised systems (including for businesses and office buildings).
18. Pilot and scale-up of projects that use new technology to meet needs and employ flexible livelihood options, including entrepreneurship and start-ups. Existing successful pilots of such initiatives, e.g. Gombo water treatment, to be scaled up in a systematic manner.
19. Pilot urban food production as value chains projects, exploring food production in urban and semi-urban areas at a community scale and adapted to an urban context, providing produce for household consumption as well as products that can be sold in markets. Advocacy directed towards local authorities to make land available for urban farming either temporary on vacant land that will be redeveloped, or permanently through allocation of land as a strategy to contribute to the preservation of green spaces.

### **Strategic Objective 3: Dignity and Futures are enjoyed by all**

Summary: In support of poverty alleviation and to bolster resilience of urban communities, Oxfam will take a lead on comprehensive community empowerment and Active Citizens programmes targeting urban poor communities, paying special attention to youth and gender dynamics. This will be done promoting an Area-Based Approach, including multi-sectoral, and multi-stakeholder engagement.

The precarious and harsh living conditions for a high number of people, including many IDPs, refugees, returning refugees, and poor and vulnerable populations in urban areas in the HECA region, is depriving people of envisioning a future, having a sense of dignity, and the ability to change their own situation for the better. To defuse political and inter-communal tensions, Oxfam will promote accountability and participation through support for civil society engagement in local decision-making processes. To mitigate unemployment and prevent radicalisation and recruitment to violent groups amongst a growing youth population, focus will be placed on creating income-generating opportunities, as well as community engagement programmes, in a systemised manner at scale.

### **Strategy of engagement**

#### **Outcome 3.1: Communities are supported and capacitated to manage and respond to shocks, and to invest in community projects and resilience building.**

20. Support establishment of self-sustaining systems for revenue-generation linked to the delivery of basic services, food or other necessary items, managed by local communities. Training of youth and women

in entrepreneurship linked to sustainable value chains.

21. Provide comprehensive capacity building and skills training to community groups on management and monitoring of safe and sustainable WASH practices. This will entail hygiene promotion, sound waste management (waste minimisation, recycling and reuse), minimising use of firewood, water management, rainwater collection, and renewable energy sources. Monitoring mechanisms will be established for communities to monitor quality of potable water, its proper treatment and storage, as well as adequate management of liquid and solid waste. The monitoring will also entail tracking of potential risks in the neighbourhoods or surrounding environment, such as health hazards caused by polluted river streams, open air sewerage, and garbage dumping and burning. Community groups will be trained in collecting data and in providing direct advocacy to service providers and duty bearers on gaps in service delivery. Oxfam South Sudan has already delivered several projects in this regard, this experience should be built on for scale up and replication.

**Outcome 3.2: Prevention, mitigation, and management of conflict through promotion of participation and accountability between duty bearers and rights holders.**

22. Champion active citizens programmes to leverage the voices of marginalised groups and enable citizens to act as change agents. Promote participatory decision-making linking voices of community groups to decentralised government levels, enforcing the voices and representation of women. This will build on existing programmes in South Sudan, and stress to amplify women's voices in decision making as well as in the design and delivery of services in urban areas.
23. Support the creation and enhancement of community organisations and active citizens platforms put in systems across cities to engage vulnerable populations, in particular youth and women, in questions and policy decisions concerning them. Oxfam South Sudan could take learning of some of the youth programmes implemented in other cities in the region to develop a contextualised programme in Juba and other cities in the country.
24. Support the identification and awareness on root causes to conflict, and sound mitigative actions. Conflict mitigation measures will be combined with interventions that address the socio-economic conditions contributing to rising tensions across the region. Through Oxfam's youth programmes the organisation is well placed to link Active Citizens programmes, local peacebuilding and social stability initiatives with campaigning at national level.

**Outcome 3.3: The safety, dignity, and wellbeing of individuals and communities is supported through protective programmes and advocacy measures and activities, including reducing risks of GBV.**

25. Promote women's empowerment and economic opportunities in urban settings by identifying opportunities and enabling women's participation in income-generating activities through integrated or specific/targeted measures and activities. Oxfam's partnership engagement with local women's organisations will drive these initiatives, contributing to their appropriateness and sustainability. Promoting/supporting women's economic opportunities and empowerment may contribute to reduce risks to their safety and wellbeing (i.e. protection risks, negative coping strategies etc.) in the more immediate term, as well as support them to influence their own situation and envisioning a future with dignity.
26. Ensure meaningful (i.e. safe and inclusive) access to equitable services and assistance for vulnerable and marginalised groups (e.g. women and girls; minorities; people with disabilities). This will be achieved through the conscious planning and design of service delivery, e.g. physical location, opening hours, universal design etc. Projects such as the Gumbo Water Treatment project has contributed positively to the access to safe water for women and girls. However, the field visit also highlighted alarming SGBV issues in accessing sanitation facilities or the lack thereof, showing the importance of comprehensive and spatial analysis to understand needs. The interviews showed that there is a clear opportunity to build on the established system and partnership with the community group to further the engagement to other service needs and look at options for community protection mechanisms.
27. Reduce risks to women, men, boys, and girls' safety, dignity, and well-being through an integrated analysis of programmatic and contextual protection risks and gender inequalities, followed by design and implementation of appropriate mitigating measures. This includes measures reduce risks of women and girls resorting to negative coping strategies (e.g. survival sex); and, risks of gender-based violence due to inadequate and unsafe services and infrastructure (for example), as well as relevant referral mechanisms.

